

Administrative Services

Rich Colwell, Director

MISSION STATEMENT

To cost-effectively provide a wide range of administrative, technology related, collection, procurement and print shop services that are essential for customer departments to efficiently deliver quality and timely support to the citizens of Placer County.

Appropriation	Budget 2003-04	Position Allocations	Recommended 2004-05	Position Allocations
Administrative Services	\$ -	0	\$ 7,878,508	73
Telecommunication Services (Internal Service Fund)*	5,098,182	20	5,080,966	20
Central Services (Internal Service Fund)*	2,001,508	10	2,056,774	10
Revenue Services	1,357,318	15	0	0
Procurement Services	645,904	9	0	0
Information Technology	6,024,932	39	0	0
Administration	389,221	10	0	0
Total:	\$ 15,517,065	103	\$ 15,016,248	103

CORE FUNCTIONS

Administrative Services

Provides comprehensive information technology (IT) consulting services, including project planning and management for system implementations. Administrative Services is also responsible for IT planning, implementing, administering and maintaining the County's data systems, including servers, data storage, firewall, and security systems.

Provides centralized purchasing services to county departments for the procurement of materials, equipment and services and ensures that county purchasing policies and procedures are followed to maintain consistency in buying practices and compliance with all applicable laws.

Provides centralized billing and collection services to secure funds entitled to Placer County and other government entities.

Provides quality management and administrative support to the Administrative Services Department and effectively communicates and acts as liaison to other departments, outside agencies and the public.

Telecommunication Services (Internal Service Fund)

Provides planning, development and logistical support of all countywide communication systems, including telephone and radio services.

Central Services (Internal Service Fund)

Provides efficient and economical reprographic, mail, and records management services. This includes design and production of offset printing items, quick-copy service for both color and black-and-white copies, convenience-copier service, forms and paper inventory, United States mail service, United Postal Service and interoffice mail service, and coordination and standard-setting for county records storage and retention.

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FY 2003-04 Major Accomplishments

- Implemented or made major progress on information technology mission critical systems and upgrades, including Integrated Public Safety, Permits, Payroll/Personnel, On-line Services, Storage Area Network, and Public Safety VHF Radio Frequencies.
- Began implementation of Phase II of the Countywide Radio Network Strategic Plan and continued planning efforts for Phase III.
- Continued to plan, expand, maintain, and improve the countywide IT infrastructure that includes the data, voice, radio, and waste-management monitoring networks.
- Achieved our goal of increasing our “hard dollar” collections. Accomplished a successful electronic transfer of accounts from one department’s system to our system, which allows for immediate collection action. Automated several collection procedures, restructured the workflow, and began the reorganizing of the accounting and clerical units.
- Maintained a high level of Central Services customer service and satisfaction while printing more than 11,720,000 impressions, many of which were in full color, including the *Placer’s Gold*, and processing over 1,500,000 pieces of United States mail, 2,100 United Postal Service (UPS) parcels, and 550,000 interoffice mail envelopes and delivery.
- Implemented the E-Procurement Program.
- Obtained the County’s first-ever Achievement In Excellence Award from The National Purchasing Institute.

FY 2004-05 Planned Accomplishments

- Continue to implement the 2003-2007 Information Technology Strategic Plan and project priorities.
- Implement Phase II of the Countywide Radio Network Strategic Plan and continue planning for Phase III of the plan.
- Continue to plan, expand, maintain, and improve the countywide IT infrastructure that includes the data, voice, radio, and waste-management monitoring networks.
- Continue efforts to increase Revenue Services collection amounts while maintaining a high level of both professionalism and the County Executive Office, customer departments’, and public satisfaction.
- Continue to provide Central Services programs at a lower cost and a higher quality than private-sector alternatives.
- Obtain Purchasing Division Achievement In Excellence Award from the National Purchasing Institute for the second year in a row.

Department Comments

The Administrative Services Department has continued to work closely with the County Executive Office (CEO) and customer departments to develop strategic approaches relating to mission-critical information-technology systems, the countywide radio, data and voice networks, and 24-hour, easy-to-use, on-line services for county residents. During the past year the department has implemented several mission critical projects that will provide a wide range of tools for our customer departments in management of key public safety, land use, and general-government functions.

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The most challenging aspect for our department over the next year will be to successfully coordinate the efforts of the multidepartmental and multijurisdictional work teams that will benefit from the new technologies available. Our Public Safety Regional Information System and Radio Network projects will both benefit and require the active participation of all of the law-enforcement and fire agencies within the County, as well as several public safety agencies from the state and neighboring counties to be truly successful. Our new land use applications, permit tracking and Geographic Information Systems (GIS), will require a cooperative effort among several Placer County departments as well as coordination with outside agencies. The implementation of the County's first fully integrated payroll/personnel system will require business modifications for every department within the County. Effective "change management" will be our highest departmental project.

The technology and management challenges the department is facing will be matched by the challenges related to the local government budget climate. All public safety and general-government agencies we are supporting will continue to have limited staff resources to assist in coordination of work necessary to successfully implement the new technology. Our ability as a county and region to obtain state and federal grants to fund the radio network will be more difficult with limited staffing and nationwide competition increases. However, with the direction provided by Board adopted strategic plans and a cooperative, inclusive work approach, the department is confident we can continue to progress toward the County's goals, although perhaps a little slower than originally anticipated due to the limited local government fiscal environment.

County Executive Comments And Recommendations

The general fund budgets of the Administrative Services Department are now consolidated into a single budget that includes *Central Administration, Information Technology, Revenue Services* and *Procurement*. The consolidated submitted base budget of the Administrative Services Department meets the CEO target level budget for FY 2004-05. However, the recommended net budget will have an impact on a number of allocated positions within the department, primarily in information technology. The FY 2004-05 budget assumes four vacant positions, three in Information Technology and one in Procurement. The budget plan also assumes the transfer of one position from Information Technology to Telecommunications and leaving the transferred position allocation vacant to generate additional salary and benefit expenditure savings. Although the department has decreased its staffing level and has reduced some expenditure requirements in FY 2004-05, all major projects including the implementation of Automated County On-line Resource Network (ACORN) and Phase II of the Regional Radio Upgrade project remain on track. Not recommended at this time, due to budget constraints within the Transient Occupancy Tax (TOT) Fund, is the department's supplemental request for an additional \$27,970 of reimbursement for revenue collection services to that fund. However, a plan has been developed to allow reimbursement of actual collection costs over a five-year period beginning in FY 2004-05. Finally, a review will be conducted during FY 2004-05 to determine if Information Technology should be structured in the model of an internal services fund to more appropriately account for expenses to and reimbursements from its customer departments, however, a more detailed review is necessary to appropriately classify its activities in terms of accounting standards.

The recommended net budget of the *Telecommunication Services Division*, an internal services budget, has decreased slightly from the previous year due to a reduction in expenses for equipment, operating supplies, contract services, training and travel and administrative charges including overhead (A-87). However, these expenditure decreases are partially offset by increases in salaries and payroll benefit charges. Recommended expenditures include full funding for all allocated positions including some changes in specific classification levels to more accurately reflect the changing level of technology and the current work environment. For example, one telecommunications technician position is upgraded to an information technology analyst to better serve customer departments and to maximize resources. Also included in the recommended budget is the department's supplemental request to purchase equipment by canceling a portion of its reserves, held in balance, for this purpose. The recommended equipment is necessary to upgrade the telephone network, to replace obsolete digital cameras and to acquire diagnostic tools to analyze telecommunications equipment. Although the recommended budget is in balance, adjustments may be necessary prior to adoption of the final budget depending on the results of financial operations from FY 2003-04 that effects fund balance (retained earnings) carryover into FY 2004-05.

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The recommended net budget of the *Central Services Division*, an internal services budget, has increased slightly over the previous year, however, the increase is offset by expected revenue from fees for copy, printing, mail processing and paper stock purchases to customer departments. Recommended expenditures include full overhead charges (A-87) from the County's General Fund, expenses related to equipment leases and for inventory purchases (paper stock). Also recommended, as a supplemental request of the department, is full funding for one position of central services worker, a position critical to processing mail and as a back-up for other duties of the division. Although the recommended budget is in balance, adjustments may be necessary prior to adoption of the final budget depending on the results of financial operations from FY 2003-04 that effects fund balance (retained earnings) carryover into FY 2004-05.

ADMINISTRATIVE SERVICES FUND 100 / APPROPRIATION 11210

	Actual 2002-03	Budget 2003-04	Requested 2004-05	Recommended 2004-05	Change %	Adopted 2004-05
Expenditures						
Salaries and Employee Benefits	\$ 5,236,438	\$ 5,566,820	\$ 5,900,502	\$ 5,900,502	6%	\$ -
Services and Supplies	3,220,244	4,806,223	3,782,095	3,782,095	-21%	-
Capital Assets	75,018	-	30,000	30,000	100%	-
Other Financing Uses	73,091	33,600	47,355	47,355	41%	-
Intra Fund Charges	571,367	582,195	622,809	622,809	7%	-
Gross Budget:	9,176,158	10,988,838	10,382,761	10,382,761	-6%	-
Intra Fund Credits	(2,629,972)	(2,571,463)	(2,532,223)	(2,504,253)	-3%	-
Net Budget:	\$ 6,546,186	\$ 8,417,375	\$ 7,850,538	\$ 7,878,508	-6%	\$ -
Revenue						
Fines, Forfeits & Penalties	\$ 1,142,501	\$ 735,100	\$ 734,900	\$ 734,900	0%	\$ -
Revenue from Use of Money & Property	6,089	-	-	-	0%	-
Charges for Services	956,653	907,027	1,051,703	1,051,703	16%	-
Miscellaneous Revenue	60,213	91,553	97,395	97,395	6%	-
Total Revenue:	2,165,456	1,733,680	1,883,998	1,883,998	9%	-
Net County Cost:	\$ 4,380,730	\$ 6,683,695	\$ 5,966,540	\$ 5,994,510	-10%	\$ -
Allocated Positions	77	73	73	73	0%	-

Note: In FY 2004-05, the appropriations for Information Technology (# 11040), Administrative Services (# 11200), Revenue Services (# 10280), and Procurement (# 10400) were consolidated into the Administrative Services budget. The Actual 2002-03 and Budget 2003-04 include these budgets for comparison purposes.

CORE FUNCTION: ADMINISTRATIVE SERVICES

Information Technology Program

Program Purpose: To provide a comprehensive range of project management and consulting services that includes planning, feasibility studies, and management, within Administrative Services and for other departments, for implementation of critical technology solutions, as well as countywide technology, in order to enhance the County's ability to efficiently provide quality services to the citizens of Placer County. In support of county departments, staff the network customer-service center, administer and maintain secure network systems, and work with project management on the implementation of technology projects.

Total Expenditures: \$7,250,730

Total Staffing: 39.0

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- **Key Intended Outcome:** Departments utilize available and secure systems to support their daily information-technology needs and receive guidance to make effective decisions and implement successful technology.

Information Technology Indicators:	Actual 2002-03	Projected 2003-04	Target 2004-05
% of system availability maintained	98%	99%	98%
# of consultations conducted	N/A	50	35

Program Comments: The percent of system availability maintained indicator will allow managers to evaluate the percentage of time the County's production computer systems are available to customers. Units are hours, based upon 720 hours x 62 servers/month availability. Does not include scheduled time down (for maintenance, etc). Typical causes of unavailability are system abends, device failures and operating system hangs. The number of consultations conducted indicator will allow management to monitor and track the volume of technology changes sought and realized within the County. With this information, management can better manage and predict resource requirements associated with technological changes.

Procurement Services Program

Program Purpose: To provide purchasing services to county departments for the procurement of materials, equipment and service; manage the County's request for process; and maintain consistency in buying practices and compliance with all applicable laws.

Total Expenditures: \$639,028

Total Staffing: 9.0

- **Key Intended Outcome:** Departments receive products and services that are cost effective and timely.

Centralized Purchasing Services Indicators:	Actual 2002-03	Projected 2003-04	Target 2004-05
# of cost-benefit scenarios prepared/\$ attributed to cost savings and cost avoidance events	94 / \$707,500	80 / \$700,000	70 / \$625,000
% of purchase orders issued within two weeks from receipt of requisition	91%	90%	90%

Program Comments: One of Procurement Services' primary goals is to promote competition and obtain favorable pricing for goods and services required of all Placer County departments. Cost savings and cost avoidance events are the result of sound procurement practices and innovative ideas and approaches used to analyze procurement requirements, all directly related to the expertise, experience and qualifications of the procurement staff.

Revenue Services Program

Program Purpose: To provide cost effective billing and collection services using professional collection agents, an accurate billing and receipting system, the Franchise Tax Board's Court-Ordered Debt and Tax Intercept Programs, and other tools that are available to maximize County revenue collections.

Total Expenditures: \$1,600,749

Total Staffing: 15.0

- **Key Intended Outcome:** Placer County receives outstanding revenues that are due.

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Centralized Billing & Collection Services Indicators:	Actual 2002-03	Projected 2003-04	Target 2004-05
Total dollars collected	\$16,000,000	\$15,000,000	\$14,500,000
Total hard dollars collected	\$6,100,000	\$6,000,000	\$6,100,000

Program Comments: Total dollars collected reflects revenue that is collected at Revenue Services and includes all revenues generated by Financial Enforcement Officers, Transient Occupancy Taxes, Animal Control Fines, Franchise and Cable Fees, and the Probation Department collections. Total "hard dollars" are true dollars that are generated by the diligent efforts of the Financial Enforcement Officers in conjunction with the accounting and clerical staff of Revenue Services. These revenues reflect thousands of phone calls, letters, and numerous other collection tools used by the division for collection enforcement.

Administration

Program Purpose: To provide management and oversight to the divisions of the Administrative Services Department; administer department personnel actions, recruitment, and safety; and provide a complete range of department-based accounting services including accounts payable, accounts receivable, payroll, financial reporting, fiscal analysis, and budget administration. One hundred percent of this appropriation is charged out to the core functions and internal service funds listed previously.

Total Expenditures: \$892,253

Total Staffing: 10.0

PROPRIETARY FUNDS

CENTRAL SERVICES DIVISION INTERNAL SERVICE FUND FUND 250305 / APPROPRIATION 06380

	Actual 2002-03	Budget 2003-04	Requested 2004-05	Recommended 2004-05	Change %	Adopted 2004-05
Operating Expenses						
Salaries and Employee Benefits	\$ 556,395	\$ 639,728	\$ 635,655	\$ 679,519	6%	\$ -
Services and Supplies	1,382,281	1,291,366	1,335,787	1,335,787	3%	-
Other Charges	26,251	25,920	26,468	26,468	2%	-
Other Financing Uses	15,000	15,000	15,000	15,000	0%	-
Total Operating Expenditures:	\$ 1,979,927	\$ 1,972,014	\$ 2,012,910	\$ 2,056,774	4%	\$ -
Revenue						
Revenue from Use of Money and Property	\$ 10,451	\$ 10,000	\$ 4,852	\$ 4,852	-51%	\$ -
Charges for Services	1,395,616	1,697,548	1,782,006	1,782,006	5%	-
Miscellaneous Revenue	275,691	264,466	269,916	269,916	2%	-
Total Revenue:	1,681,758	1,972,014	2,056,774	2,056,774	4%	-
Net Income (Loss)	\$ (298,169)	\$ -	\$ 43,864	\$ -	0%	\$ -
Fixed Assets	\$ 17,393	\$ 29,494	\$ -	\$ -	-100%	\$ -
Allocated Positions	10	10	10	10	0%	-

Program Purpose: Central Services provides reprographic, mail and records-management services, including design and production of offset printing items, quick-copy service for both color and black-and-white copies, convenience copier service, forms and paper inventory, mail service and county record storage and retention.

Administration & Financial Services

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TELECOMMUNICATION SERVICES DIVISION INTERNAL SERVICE FUND FUND 250100 / APPROPRIATION 02100

	Actual 2002-03	Budget 2003-04	Requested 2004-05	Recommended 2004-05	Change %	Adopted 2004-05
Operating Expenses						
Salaries and Employee Benefits	\$ 1,232,235	\$ 1,785,791	\$ 1,998,543	\$ 1,998,543	12%	\$ -
Services and Supplies	2,777,146	2,946,514	2,743,663	2,743,663	-7%	-
Other Charges	83,465	233,760	233,760	233,760	0%	-
Other Financing Uses	15,298	22,000	-	-	-100%	-
Total Operating Expenditures:	\$ 4,108,144	\$ 4,988,065	\$ 4,975,966	\$ 4,975,966	0%	\$ -
Revenue						
Licenses, Permits and Franchises	\$ 25,844	\$ 25,844	\$ 25,844	\$ 25,844	0%	\$ -
Revenue from Use of Money and Property	27,635	40,000	26,000	26,000	-35%	-
Charges for Services	4,095,587	4,809,939	4,918,121	4,918,121	2%	-
Miscellaneous Revenue	86	-	-	-	0%	-
Other Financing Sources	36,491	159,201	6,000	6,000	-96%	-
Total Revenue:	4,185,643	5,034,984	4,975,965	4,975,965	-1%	-
Net Income (Loss)	\$ 77,499	\$ 46,919	\$ (1)	\$ (1)	-100%	\$ -
Fixed Assets	\$ 451,061	\$ 110,117	\$ 105,000	\$ 105,000	-5%	\$ -
Allocated Positions	16	20	20	20	0%	-

Program Purpose: Telecommunication Services provides planning, development and logistical support of all countywide communications systems. The Administrative Services Department is concluding Phase I of the Countywide Radio Strategic Plan and efforts in implementing Phase II are currently underway. In addition, efforts for securing Federal, State and other funding sources to implement the final phase of the Strategic Plan, Phase III, continue in cooperation with the County Executive Office, the Office of Emergency Services and the Placer County Sheriffs Department.